New Chair Orientation

CSUN®

Retention, Tenure, and Promotion
Friday, August 18, 2023

Probationary Faculty Reviewers

Department Chair: Performs peer classroom observations and reviews the materials presented by candidates for retention, promotion, and tenure.

Department Personnel Committee (DPC): Consists of three, five, or seven tenured faculty at the rank of Associate or Full Professor, elected by the department. The committee performs peer classroom observations and reviews the materials presented by candidates for retention, promotion, and tenure.

College Personnel Committee (CPC): Consists of three to seven tenured faculty at the rank of Associate or Full Professor, selected by the College. The committee reviews the materials presented by candidates for retention, promotion, and tenure.

Dean of the College: Reviews the materials presented by candidates for retention, promotion, and tenure.

Provost: Reviews the materials presented by candidates for retention, promotion, and tenure.

Review Schedule

Year of Review*	Type of Review	Highest Level of Review
1st-year	No Review	N/A
2nd-year Review	Retention	Provost
3rd-year Review	Retention	Dean**
4th-year Review	Retention	Provost
5th-year Review	Retention	Dean**
6th-year Review	Promotion to Associate Professor and Tenure	Provost
7th-year	No Review – Promotion/ Tenure Become Effective	N/A

*The award of service credit will speed up the timeline by the number of years awarded. Also, accelerated promotion and early tenure is possible (typically, one year), and requires Provost's review.

**If there is a negative recommendation from a review agent, the Provost will conduct the highest-level review.

Update in Department-Level Review Timeline

Based on feedback from the RTP roadshows and the Council of Chairs, PP&R has approved changes to the Calendar of Personnel Procedures.

Chairs and Department Personnel Procedures will now begin their deliberations starting **December 1 or earlier**. This means that departments, who ultimately set PIF deadlines for faculty, will need to adjust the due date for those 3-6 year probationary faculty. By having the deadline and deliberations begin in the fall, faculty reviewers can opt not to work over winter break.

Process for Gathering Faculty and Student Comments

1. Department Personnel Committee or Department Chair reaches out to faculty and students in the department to advise that a review is underway, and they may submit <u>substantive</u> written comments.

2. DPC/Chair receive comments from faculty colleagues or students.

3. DPC/Chair determines whether the written comments are substantive and pertinent to the evaluation at hand. If no, disregard. If yes, consult with the affected faculty member.

4. If DPC/Chair still believes the comments are substantive and pertinent, DPC/Chair asks the dean to review.

5. If the dean determines the comments are "accurate" and "relevant", the dean notifies the faculty member that the document(s) will be added to their PAF in 5 days.

6. The faculty member has the opportunity to meet with the dean within ten days and/or to submit a rebuttal (no deadline).

7. At the point the document is added to the PAF (e.g., after 5 days from notification), it is available for consideration by the DPC and Department Chair, and subsequent reviewers in their review of the candidate. If the candidate submits a rebuttal, that document is also available for reviewers' consideration.

Note: DPC and Chairs should allow sufficient time for the process to take place in order to include the comments in the PAF for review.

Key Resources

- **Unit 3 Collective Bargaining Agreement:**
https://www2.calstate.edu/csu-system/faculty-staff/labor-and-employee-relations/Pages/unit3-cfa.aspx (Articles 10, 13, 14 and 15)

- **Administrative Manual, Section 600:**
https://www.csun.edu/sites/default/files/SEC600-Manual-2022.pdf

- **College and Department Personnel Policies and Procedures:**
https://www.csun.edu/faculty-affairs/policies

- **Calendar of Personnel Procedures:**
https://www.csun.edu/faculty-affairs/calendar/index.html

- **FAQ's About Retention, Promotion and Tenure:**
https://www.csun.edu/sites/default/files/RTP_FAQs.pdf

Key Supporting Documents

- **Professional Information File (PIF, ePIF):**
  https://www.csun.edu/sites/default/files/SEC600%20Manual_2021_2.pdf
  (Section 606.1.1)

  The PIF is maintained and stored by the Retention, Tenure and Promotion (RTP) candidate. It serves as a portfolio documenting an RTP candidate's professional activities relevant to retention, tenure and promotion at CSUN.

- **Personnel Action File (PAF, ePAF):**
  https://www.csun.edu/sites/default/files/SEC600%20Manual_2021_2.pdf
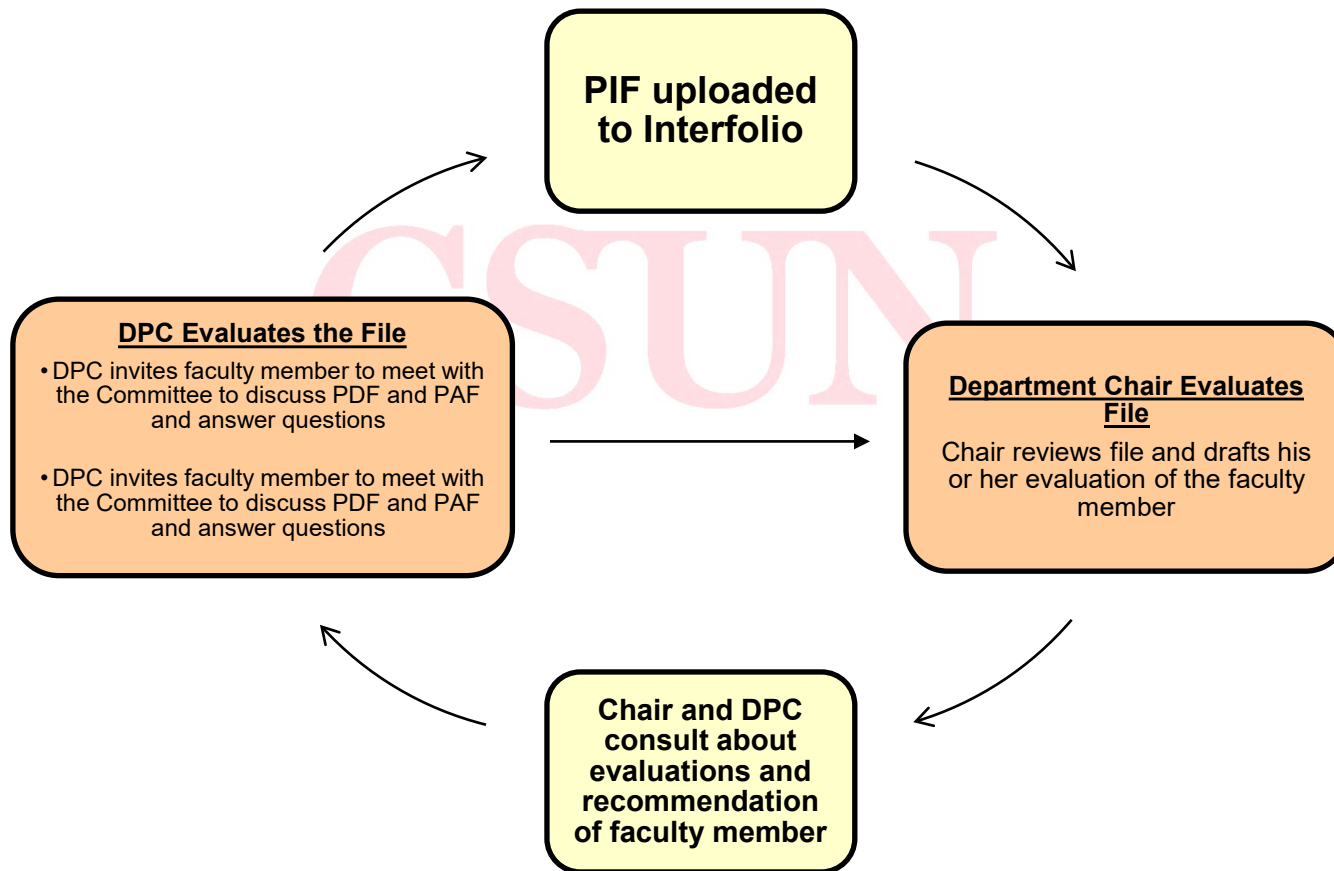 (Section 606.1.2)

  The PAF is maintained by and stored in the office of the Dean of the College. It is the official personnel file for a faculty member that is reviewed for all personnel actions, including retention, tenure, promotion, and service salary adjustments.

We've Gone Digital!

- Fully paperless process started Fall 2020 using Interfolio

- Dean's assistants upload faculty ePAF to OnBase and extract them to Box; faculty upload ePIF to Interfolio; reviewers use Interfolio and Box; decisions are recorded in Interfolio

Review and Decision Flow

PIF uploaded to Interfolio

DPC Evaluates the File

- DPC invites faculty member to meet with the Committee to discuss PDF and PAF and answer questions

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Department Chair Evaluates File

Chair reviews file and drafts his or her evaluation of the faculty member

Chair and DPC consult about evaluations and recommendation of faculty member

Review and Decision Flow

DPC and Chair make their separate and independent recommendations

Written evaluations emailed to faculty member

Faculty member receives Evaluations/Recommendations

- Faculty member receives a copy of the written evaluations from the Chair and DPC
- Written evaluations will be placed in the PAF after ten (10) days from the date the letter was emailed

Faculty Member may respond/rebut within ten (10) days

- Faculty member may request a meeting to discuss department-level recommendations
- Faculty member may submit a rebuttal statement or response in writing to be included in PAF

Department Chair Duties

- Foster supportive, inclusive and diverse department culture.
- Support faculty performance, satisfaction, recruitment, belonging and retention.
- Perform one of the most difficult roles in the university.
- Straddle the line between:
    - colleague and supervisor
    - faculty and administrator

Riff off "Key Resources"

- Unit 3 Collective Bargaining Agreement

- Administrative Manual, Section 600

- College and Department Personnel Policies and Procedures

- Calendar of Personnel Procedures

IT'S A LOT! You are not alone.

- More RTP support
  - Provost's Road Show
  - Chair Leadership Academy
  - Faculty Affairs is always available to guide you
  - Your dean, CPC and DPC

Department Handbook

If your department has a handbook, you might want to revise it.

- Instead of repeating higher-level policies, just make a global reference to them,
- Instead of including personnel procedures in the handbook, refer to them as posted on the Faculty Affairs website.

Department Personnel Policies

Does the department have personnel policies it does not want or that are being interpreted in a way it does not want? If so, start the process of revising them with your faculty.

Example. "The Department of marketing especially recognizes the value of faculty service, both contributions and leadership, at various levels (department, college and university) as well as community service."

Personnel is a Bear:
Spread the Love

- RTP, class observations, initial 3-year appointments, 3-year renewals, annual review of full-time lecturers, range elevations, sabbatical applications, post-tenure reviews, emeritus nominations.

- The chair and DPC need to do RTP.

- Spread the other work among qualified faculty according to "Eligibility for Service in Personnel-related Activities Grid."

- Keep a meticulous spreadsheet of who is doing what, due date and current state.

Department Chair RTP Do's

1. Mentor faculty on the RTP process.

2. Follow Department and College Personnel Procedures closely (including Section 600).

   - Base evaluation on policies and procedures
   - Apply accurately to maintain transparency
   - Candidates may elect newer procedures

3. Ensure that Personnel Action File (PAF) is in order.

   - Peer class visit reports
   - Student evaluations of faculty
   - Faculty and student comments
   - Encourage candidate to review their PAF

Department Chair RTP Do's

4. Mentor faculty to develop quality professional information file (PIF).

- Explain purpose, contents and organization
- Review PP&R guidelines and consider developing college or department guidelines
- Appoint a recently tenured faculty member who is supportive of the candidate as a mentor
- Provide timely review and feedback of PIF as chair.

5. Conduct a review that is:

- Thorough
- Fair
- Unbiased

Department Chair RTP Do's

6. Write accurate and balanced RTP letter:
   - Based on PIF/PAF
   - Verify peer-review of publications
     - A good PIF provides evidence
   - Verify claims are true
     - A good PIF provides evidence
   - "[Suggested Resources and Processes Pertaining to Publication Review in RTP](#)"
   - Include areas for growth
   - Look at prior letters from other reviewing levels, e.g., Provost's letter

Department Chair RTP Don'ts

1. Avoid unbalanced RTP review

   - Carefully read and evaluate scholarly contributions
   - Do not list information incorrectly in RTP letter

2. Avoid disparaging faculty

3. Avoid overly positive RTP review

   - Avoid an anemic RTP review
   - Avoid giving candidate false sense of security

Department Chair RTP Don'ts

4. Accelerated promotion:
  - Early to full in 2nd year at rank of associate professor
  - Early to associate in 2nd, 3rd, or 4th years at rank of assistant professor
  - Early to associate in year 5 (without evidence)

5. Early tenure in year 5 (without making the case)
  - Must make the case that it is "advantageous to the University's mission, programmatic needs, or priorities."
  - "It is the responsibility of the positively recommending agencies to explain why it is advantageous to grant early tenure." 641.2.4.

Department Chair RTP Don'ts

6. Do not fail to check and verify:

- Scholarly contributions genuinely exist and underwent peer-review process

- Attendance and active participation on committees

Sample language

Sample sentences of concern:

- "You have generally received positive comments about your teaching from your students and your colleagues…"

- "Students express concerns…. (be specific)."

- "Peers note the need to improve … (be specific)."

- "I note, however, that although these publications demonstrate a pattern of research productivity, they do not meet the criteria for tenure and promotion that is articulated in XXX Department Personnel Procedures (and/or College Personnel Procedures)."

Sample language

Sample statement on lack of teaching effectiveness for accelerated promotion:

"The evidence clearly indicates that you are an effective instructor and that you serve our students well, with both student and peer evaluations attesting to the excellent quality of your instruction. While there is no minimum number of courses required for promotion, I do not believe that it is possible to demonstrate growth appropriate to advancement in rank in only two years. I therefore find that you have not yet met the criteria for teaching effectiveness as set forth in 632.3 of Section 600."

Questions?